



<b>(Agenda Item) 4.6a</b>	<b>8<sup>th</sup> February 2023</b>	<b>People &amp; Culture          Committee</b>	<b>Nurse Retention</b>
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<b>Report Details:</b>	
FOI Status:	Please select: Open
If closed please indicate reason:	
Prepared By:	Rebecca Watkins and Becky Gammon
Presented By:	Rebecca Watkins
Approving Executive Sponsor:	Executive Director of Nursing & Midwifery
Report Purpose	Please Select: For Noting
Engagement undertaken to date:	Shared with Greg Dix – Executive Nurse Director and presented to Debbie Bennion Assistant Executive Nurse Director and Nicola Milligan – RCN

<b>Impact Assessment:</b>	
Indicate the Quality / Safety / Patient Experience Implications:	
Related Health and Care Standard	
Has an EQIA been undertaken?	No not necessary
Are there any Legal Implications /Impact.	No
Are there any resource (capital/Revenue/Workforce Implications / Impact?	Yes If Yes please include brief detail. If the recommendations are approved this may have a wider impact for implementation
Link to Strategic Goals	Please Select: Sustaining Our Future: Yes Inspiring People : Yes Improving Care : yes Creating Health : Yes

# Nurse Retention Scoping Exercise.

## Background:

- The World Health Organisation estimates a projected worldwide shortfall of 18 million health workers by 2030
- Wales' 10-year workforce strategy, 'A Healthier Wales: Our Workforce Strategy for Health and Social Care' launched in 2020 with 32 key actions in the first 3 years
- CTM Data show a high turnover across Nursing for past 5 years
- All Wales Retention Group – lead for CTM is Helen Watkins

## What are we already doing?

- Supported a Programme for International Overseas Nurses
- Apprentice scheme
- Leadership development
- Schools and colleges career fairs
- Streamlining
- Values and behaviour
- CTM 2030
- Established Wellbeing Service
- Your conversation
- All Wales Respect and resolution policy
- Access to education opportunities
- Equality, Diversity & Inclusion Networks

## Scoping information

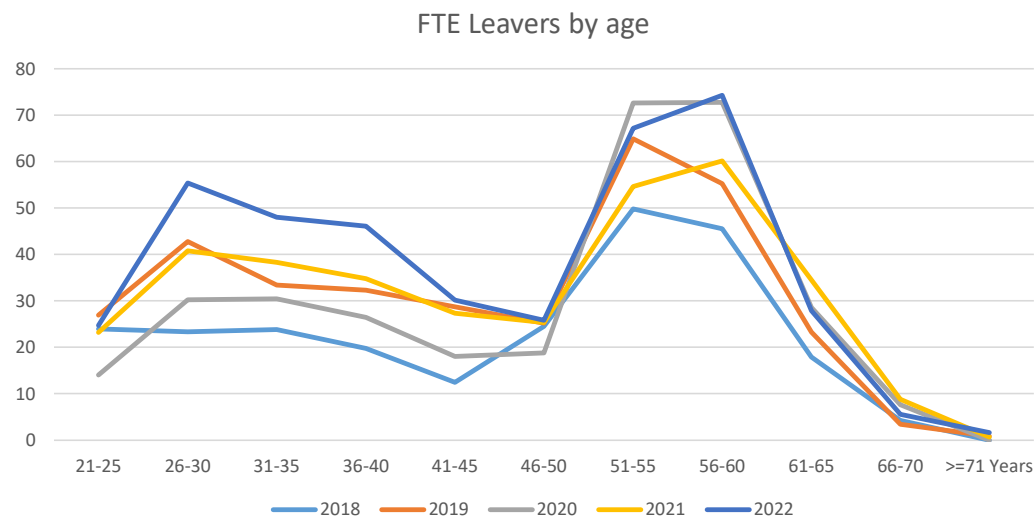
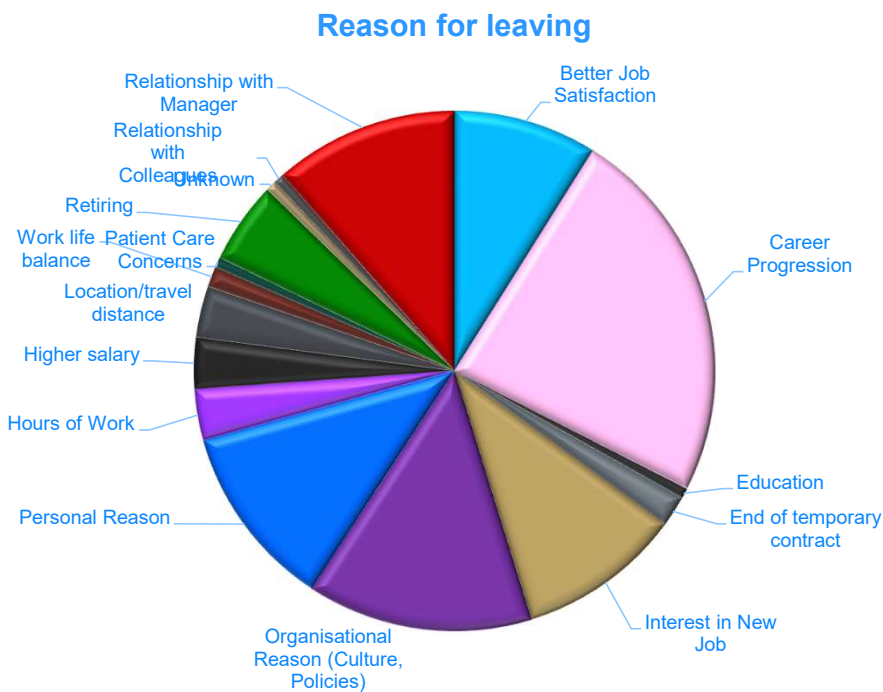
- Retention appears to be on lots of agendas with little overall ownership and progression
  - People Team
  - Nursing
  - Medical
  - HEIW / Welsh Government
  - Care groups
  - Finance
- All Wales Retention Group – Helen Watkins, Deputy Director for People
- Inconsistencies with ESR data and analysis
- Lack of accurate data showing Nursing vacancies



## Scoping Information – NHS England Retention tool

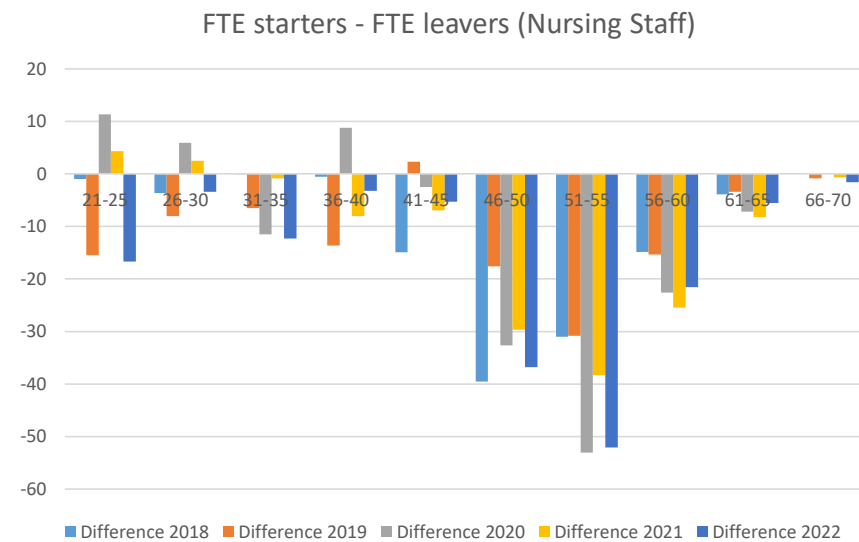
- Tool is not fit for purpose in NHS Wales
- Part completed by some stakeholders
- Health & Wellbeing was an area of significant progress
- Initial areas of concern were:-
  - **Pride and Meaningful Recognition** – no formal recognition programme as a Health Board
  - **Leadership & Teamwork** – Bullying concerns, no freedom to speak up guardians
  - **Flexible working** – Lack of flexible working opportunities for staff, flexible working dashboard

# Exit Data

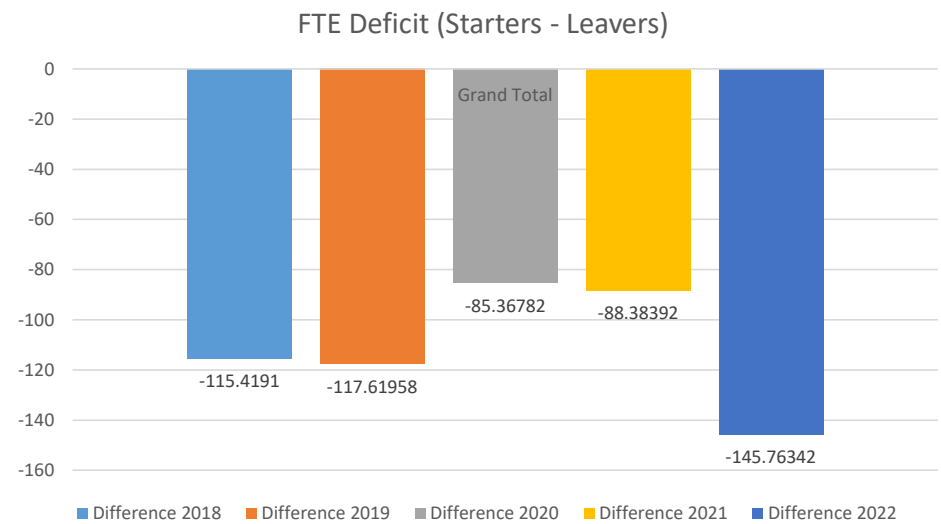


# Leaver Data....continued

More staff are leaving than are joining us over the last 5 years across majority of age groups.



## Starter and the number of leavers





### Recommendation:

- Focus on small wins
  - Further work to scope feasibility of 'Itchy Feet campaign' for band 5 Nurses (initially)
  - Focused recruitment on local community to CTM including overseas registered nurses living in the community
  - Transition between bank and substantive roles made easier
  - Promote 'join ctm' webpage
- Establish Nursing Recruitment and retention steering group to feed into wider Workforce and Organisational Development and People Team
- Data analyst to work on retention and tell the data story and look at success measures
- Accurate vacancy figures
- Consideration of brave workforce modelling between Local Authority and Secondary care for HCSW's
- Over establish in high turnover areas and high temporary staff areas

### The Board or Committee are asked to:

*Example:*

*The Committee are asked to:*

- *Acknowledge work to date*
- *Review the recommendations and support for further work*